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USSR Report

CONSUMER GOODS AND DOMESTIC TRADE

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CONSUMER GOODS PRODUCTION AND DISTRIBUTION

GEORGIAN PARTY OFFICIAL ON EXPERIMENTS TO UPGRADE GOODS

Moscow EKONOMICHESKAYA GAZETA in Russian No 33, Aug 84 p 5

[Article by Secretary of the Georgian Communist Party Central Committee S. Ye. Khabeishvili: "Special Attention for Goods for the People"]

[Text] The main content of the economic and social policy of the party is the steady increase of the well-being of the Soviet people and concern about the increase of the standard of living of our people. The aims of the 26th CPSU Congress at the assurance of a leading growth rate of the production of consumer goods, the improvement of their quality and the enlargement of the assortment were a vivid embodiment of this concern. The problem now is to provide trade with as many more goods in general as possible. The time has come when the task: not only more, but also better, has been placed in the forefront.

Practical experience shows that success here in many ways is determined by the level of the organizing and political work of party organizations. And it is a question not of the replacement of economic organs and not of duplication, but of party supervision of all the work being performed in the republic on the meeting of the demand of the population for high quality consumer goods. Such experience has been gained here, and I would like to tell about it.

The Center for the Study of Demand

The Novinka store, which immediately attracted the attention of the population, recently opened its doors on one of the streets in the center of Tbilisi. The event seems not to be so significant--every year new trade facilities are built in both the cities and the countryside, large trade centers are put into operation. Why did precisely Novinka attract attention?

This is not simply a new store. Novinka is one of the important subdivisions of the Republic Center for the Organization of Work on the Meeting of the Demand of the Population for Consumer Goods. Here test batches of items of light industry and personal and household goods, which have been produced at enterprises of Tbilisi, are offered to the customer. The customers themselves rate their quality, entering their opinion on the special questionnaire which was drawn up by the Georgian Affiliate of the All-Union Scientific Research Institute of the Study of Consumer Demand and Marketing Conditions. And

precisely these responses will be taken into account when planning the production of consumer goods at the enterprises of the republic.

The new tasks and new requirements also presume the search for new forms and new means of their accomplishment.

During the 11th Five-Year Plan industry of the republic is faced with the task to increase the production of consumer goods by 32.4 percent. Here the leading development of the production of cultural, personal and household goods, the output of which will increase by 46.1 percent, is envisaged. The fulfillment of what has been outlined is proceeding successfully.

In themselves the gains are large. But behind these percentages is the need of the population of the republic for good-quality, fashionable, good-looking items and many "small articles," which are necessary in life, in everyday life. How is this need to be met? How is the matter to be organized so that the plans of the production of goods for the people would be for the manager level with the plans of basic production? This set of questions was carefully analyzed at the meeting of the party and economic aktiv of the republic, which was held in the spring of last year in the Georgian Communist Party Central Committee.

Several organizational measures, which were aimed at the improvement of the planning and management of the production of goods for the people, were implemented soon after the meeting of the aktiv. The Consolidated Department of Consumer Goods appeared in the republic State Planning Committee.

To increase the activity of every labor collective, to aim it at the search for reserves and the putting of them to use, to seek by itself new forms of party influence--such are the requirements of the day and the criteria of the evaluation of the work of every party committee. Many exclusively party forms of the management of the economy exist, it is merely necessary to use them better and to improve them.

And still the main emphasis was placed on the coordination of all the work in this direction. The output of goods, which the people need, is a complicated process, and here much depends on the level of management. The Republic Commission for the Prospects of the Development of Consumer Goods Production, which has been newly established under the auspices of the Georgian Communist Party Central Committee, is studying all the questions which are connected with the improvement of the management of both the production of and trade in these goods. The Republic Center for the Organization of Work on the Meeting of the Demand of the Population for Consumer Goods was formed as its working organ. The main task of the center is to ensure the closer combination of the interests of industry and trade.

The First Steps of the Experiment

The work on setting up intersectorial territorial planning and economic administrations, which has been developed extensively in the republic, is contributing to the efficient work of the center, their basic goal is to unite the efforts of the enterprises of different departmental subordination, which

are located on the territory of the region and produce consumer goods from local raw material resources and production scraps. The first such experience in our republic, as is known, originated in the city of Poti. Now similar associations are in operation in the rayons of Tbilisi, in Kutaisi and other cities of the republic.

The analysis of the state of affairs locally shows: the poor responsibility of enterprises for the end results of work is a serious obstacle in the way of the meeting of the demand of the population for good-quality items. We are now eliminating this shortcoming: in Batumi an industrial trade firm has been set up on the basis of the leather footwear production association of the republic Ministry of Light Industry and individual retail trade enterprises. The essence of the experiment is that the Batumi shoemakers work not "for the warehouse" and not for some wholesale base, but for their own shoe stores, which are carried on the balance sheet of the firm.

In other words, not the products, which have been shipped to the trade network, but those, which have been sold at their own firm stores, are the basis for the sales plan. Hence the increased interest in quality and the constant updating of the assortment. For the customer will not take poor footwear which has not kept pace with the requirements of fashion. The experiment for the present is taking its first steps, but it is now already possible to say with confidence that it has good prospects. The task consists in bringing what has been started to an end, and therefore the work of the firm is at the center of the attention of both the Batumi City Party Committee and the sectorial departments of the Georgian Communist Party Central Committee.

The Contract of Cooperation

We regard the strengthening of the ties of production with science as one of the important reserves of the increase of the production, the improvement of the quality and the enlargement of the assortment of consumer goods. This matter, of course, is not new, and it seems to have become widespread. However, the impact of the cooperation of scientists and production workers still remains inadequate. For frequently contracts of cooperation are still being concluded only for a "tick mark." But meanwhile this partnership is really necessary, it promises great advantages.

And here, in our opinion, the experience of the party organizations of the Tbilisi Production Association for the Production of Tricot Underwear and the Georgian Scientific Research Institute of the Textile Industry merits attention. Here they are striving in earnest to find and introduce such forms of cooperation, which would ensure the highest possible end results of joint work. The first creative multiple-skill scientific production brigades were created here on the initiative of the communists of the enterprise and institute. The managers of the association carry out their immediate supervision, responsible officials of the scientific research institute carry out their scientific supervision. Staff members of the Scientific Research Institute of Economics, Planning and Management of the National Economy attached to the republic State Planning Committee and of the Kazakh Start-Up and Adjustment Administration of the Soyuzlegprompuskonaladka Trust are also

members of the brigades. Creative work in these brigades has become a duty and need not only for the representatives of the institute, but also for the specialists of the association.

And this creative labor is yielding reassuring results. The number of new types of cloth, which have been introduced in production, has increased sharply. In the past 2 years 36 such types have been developed, and all of them in these 2 years began to be produced in series. The time of the introduction of the developments, which have been carried out by the scientific production brigades, has been shortened significantly. Whereas previously the introduction began only 1.5-2 years after the completion of the development, now a new item gets to the shop not after, but already in the process of development, and the entire "science-production" cycle is confined to 1 year.

These brigades are devoting much attention to the development of an assortment with a lower materials-output ratio. The economic impact from the development and introduction of new cloths came in 2 years to about 500,000 rubles, 90 tons of raw materials were saved. Samples of three types of cloths, which were developed by staff members of the institute and association, have been included in the album of the so-called guiding base collection of the All-Union Institute of Variety Goods of Light Industry and Fashion and the scientific and technical council of the USSR Ministry of Light Industry.

The main distinctive trait of the new form of cooperation is the fact that the themes, which are elaborated by the creative scientific production brigades, are proposed by the association itself and are based on the specific tasks of the collective. There is another advantage here: with the setting up of such brigades it is possible to free the creative forces of scientific organizations from work, the performance of which is within the capability of engineers of the enterprise.

Untapped Reserves

The experimental checking of the named and other new organizational forms of the management of consumer goods production is already now contributing to the increase of their production, the improvement of the quality of items, the enlargement of their assortment and the finding of additional reserves of the increase of production. As a result of the steps, which are being taken in this direction by the Georgian Communist Party Central Committee and local party committees, positive changes have occurred in the meeting of the need of trade organizations of the republic for simple goods which are not planned centrally.

The qualitative indicators of consumer goods production have also improved. Thus, in the past 5 years the proportion of items with the State Emblem of Quality in the total amount of products, which are liable to certification, has increased. During the first half of this year republic industry produced in addition to the plan consumer goods worth more than 83 million rubles.

At the same time we do not believe that the reserves of the increase of consumer goods production in the republic are being fully used. Undoubtedly,

the party organizations of ministries and departments, associations and enterprises have stepped up considerably the work in this direction. However, if we proceed from the level of the meeting of the effective demand of the population and from the fact that many necessary items are now also in short supply in our republic, the taken steps are insufficient. Only the first steps have been taken. Much work still has to be done both in the sphere of production and in the sphere of trade.

The party organizations should devote more attention to the development of local industry. For this is precisely the sector, which should come close to the demands of consumers and react promptly to changes of demand. The party organizations also need to direct closer attention to the quality of the consumer goods being produced and to their conformity to the best examples. All these are necessary conditions so that items, which are distinguished by perfection, are of good quality and please the eye with the beauty of form, would be at the end of the complex "production-trade" chain.

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HOUSING AND PERSONAL SERVICES

MOSCOW REPAIR SERVICE CENTERS FOR APPLIANCES INTRODUCED

Moscow IZVESTIYA in Russian 12 Aug 84 p 2

[Article by V. Tolstov, IZVESTIYA special correspondent: "Why 'Biryusa' is Reliable"]

[Text] The specialized repair center built in Moscow with the aid of the Krasnoyarsk Machine Building Plant imeni V. I. Lenin is providing owners of refrigerators with a high level of warranty and all subsequent servicing.

A refrigerator is not an alarm clock. If it breaks down, you can't put it in your purse and take it down to the repair shop. You have to call a mechanic and wait for him on the appointed day. Sometimes you have to wait all day, and not always with success. Most often it is the cooling unit which breaks down, and cannot be repaired on site. It has to be taken to the shop. When-- this is clear: on the day when one can get off work. If only one knew what to take it on and how...

Sooner or later almost every urban family is faced with this problem. Moscow residents alone have approximately 5 million refrigerators in domestic use. Anyone who has hopelessly lost time in waiting for the mechanic from the repair shop, wearing out one's fingers on the telephone dial, anyone who has then tried to reschedule his service appointment knows how much trouble it is to bring a refrigerator back into working order and how often the repair is unreliable. What, then, does the center for repair of the "Biryusa" refrigerator manufactured in Krasnoyarsk have to offer to its clients that is new in the way of service?

One doesn't necessarily have to come here personally. It's better to call, especially if you value your time. There are nine telephones in the center's dispatch office, but it is enough to know just one. If the number dialed is busy, the call is automatically switched to the next line. The center takes calls from 8:00 a.m. to 9:00 p.m. every day, including weekends and lunch hour. This is the center's operating schedule -- one which offers maximal convenience to its clients.

However, the order promptly taken and the report clearly issued are not the only ways in which the client saves time. The center has 20 automobiles at its disposal. If shop repair is needed, the refrigerator is loaded and taken away immediately after the in-home inspection. After the defect has been corrected, the refrigerator is returned to its owner. The mechanic performs many types of repair work on site, even rebuilding of the cooling unit. Usually such a breakdown must be repaired in the shop. However, the portable equipment which the center has at its disposal allows the customer to avoid extra bother. An emergency repair is performed on the same day as the order is taken or on the following day. There is a specially designated on-duty mechanic to perform this work. Routine service orders are filled in the course of 2 or 3 days.

Last year the center serviced over a half million customers and repaired about five times more cooling units than the average large repair shop. The quality of refrigerator repair is, as a rule, reliable. The center uses factory parts supplied by the manufacturing plant.

Even externally the center for repair of the "Biryusa" refrigerators differs from numerous traditional personal services enterprises. The work of designers can also be felt in its interior finish. The Krasnoyarsk Machine Building Plant imeni V. I. Lenin has tried to give its capital-based representative the stamp of its trademark, and has fully succeeded in doing so. There is even an exhibit hall here. In it are all the latest models of "Biryusa", including those to be manufactured in the near future. Starting with the repair of only this brand name of refrigerator, the center is gradually expanding to servicing the owners of eight others, including the imported "Rozenlev". In coming here for matters of repair, the visitor cannot help but wonder as he passes the exhibition hall whether next time he should buy a "Biryusa", whose owner is provided with a high level of servicing by the manufacturing plant. Especially since the types of services offered are constantly being expanded. For example, soon the buyer of the "Biryusa" will be able to order the color of his refrigerator to match his kitchen furnishings. The center will repaint the appliance at his request.

A computer complex will soon go into operation, which also promises new conveniences to the clients — speed in taking orders and issuing all types of reports. The electronic computer will make it possible to somewhat reduce the number of management workers while increasing the quality control of repair work.

The Krasnoyarsk Machine Building Plant purchased one of the two CM-1600 computers for its company center. The RSFSR Ministry of Consumer Services has promised to allocate the other one.

The mutual cooperation of personal service and industrial enterprises manufacturing major domestic appliances opens up numerous mutually beneficial possibilities, and especially under the conditions of the recently introduced economic experiment.

"In the course [of this experiment]," explains Center Director M. Tseytlin, we hope to realize a series of measures for improving service to Moscow residents. For example, we are planning to change order clerks over to the piece-rate wage. This would make it unprofitable for them to hang up on a customer without hearing him out. This sort of thing, we are sad to say, still happens. Each order taken will increase the size of the premium paid to the dispatches, provided, of course, that there are no complaints.

We would also like to overcome a long-standing contradiction in the work of personal services. Up until the present time there has been the objective situation in which the more often household appliances break down for the owners, the better it is for the repair enterprise. The greater the number of defects, the higher the percentage of plan fulfillment, wages and premiums. We would like to introduce a new system of overall accounting. First of all we will establish personal responsibility by each mechanic for the quality of his work (computer technology allows us to do so), and discontinue payment for return service calls. If the mechanic makes a mistake, let him be so kind as to correct his errors at his own expense.

On the other hand, in order to interest people in a high quality of work performance, we are forming a special premium fund, which will be higher as the in-home operation of the customers' refrigerators is more reliable. Where will these monetary funds come from? They will come from the regular withholdings of the manufacturing plants for firmly established sums allocated for the purchase of spare parts for their refrigerators. For example, we have made an agreement with the Krasnoyarsk Machine Building Plant that their withholdings to us will comprise 2.5 percent of the cost of production going to Moscow. Within the limits of this sum we may purchase spare parts, and whatever we save due to high repair work quality remains at the disposal of our collective to be used for premiums. Consequently, the more reliable the operation of the refrigerator, the greater remuneration the mechanic will receive for work quality. I am convinced that the introduction of this system will make it possible to significantly improve the level of servicing and labor productivity."

In the next few years, several more enterprises similar to the center for repair of the "Biryus" refrigerator are to be created in Moscow. Recently a center for the repair of knitting machines went into operation. Enterprises for servicing refrigerators of the "Minsk" and "Saratov" make, vacuum cleaners and floor polishers are being prepared for operational introduction. The cooperation of the Moscow personal services with the industrial enterprises is being elevated to a new level.

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CONSUMER SECTOR POLICY AND ECONOMICS

RSFSR TRADE MINISTER ON IMPROVING WORKER EFFICIENCY

Moscow SOVETSKAYA TORGOVLYA in Russian No 6, Jun 84 pp 7-10

[Article by RSFSR Minister of Trade V. Shimanskiy, Moscow: "People Determine Business Success"]

[Text] In putting the decisions of the 26th Party Congress into practice, our country goes confidently along the path of economic and social progress. Workers perceive as their own affair the decisions of the February and April (1984) CPSU Central Committee Plenums and the positions and conclusions stated in the speeches of the CPSU Central Committee General Secretary K. U. Chernenko at these Plenums. They reflect strategy of the party, which provides for further development and increase in the efficiency of social production, a rise in well-being of the people and a strengthening of the defense capabilities of the country. The task is posed to raise the level of work of the cadres, to creatively approach the solution of key contemporary problems to use the advantages and the possibilities of the socialist system more effectively and to develop worker initiative in every possible way.

Efficient organization of work, an active search for reserves and the conscientious and creative attitude to work of each worker are the most important conditions for fulfilling these tasks. This also fully relates to trade. A high class of trade service, skillful work with suppliers, zealous and economical management of the system and fulfillment of established plans and targets to a decisive degree depend on the labor efficiency of the people employed in it and on the state of the selection, placement and training of the trade worker labor force.

The RSFSR Ministry of Trade system employs more than 2,600,000 persons, including 536,000 specialists, or 20 percent of the total number. All autonomous republic trade ministers and chiefs of kray (oblast) trade and public catering administrations and 98 percent of the directors of trade administrations, trusts and associations have a higher education. The proportion of specialists among store directors has risen from 65 to 72 percent since the beginning of the current Five-Year Plan, and among dining-hall managers from 77 to 82 percent. The staff of persons liable for materials and the cadres of the mass occupations became more skilled.

The measures being taken by the party, directed toward raising the efficiency of management, develop among trade managers and collectives initiative,

enterprise, commercial sharpness and economic flexibility; this favorably effects the results of work. In the past 3 years of the Five-Year Plan, retail goods turnover in the RSFSR has increased by 19.1 billion rubles, or 12.6 percent. The demand of the people for many consumer goods has begun to be satisfied better and more completely. Advanced technology for the movement of goods is being introduced more actively. Work is being conducted on reducing expenditures of manual labor, and on the mechanization of materials handling and the better use of trade technology. The network of trade enterprises and public catering facilities has been considerably expanded and the warehouse capacity of wholesale bases increased. But the standards of trade are still far from responding to the tasks placed before the sector by the decisions of the 26th CPSU Congress. The people justly criticize the quality of trade service. And regardless of the objective difficulties, the main thing here still depends on the people and on their attitude to work. Where managers of administrations, trade administrations, trusts and enterprises are concerned constantly about fulfilling the plan, show initiative and persistence in seeking and using reserves, mobilize labor collectives for this purpose, strengthen discipline, responsibility and order, good results are achieved.

Inasmuch as a great deal depends on what is called the human factor, you are once more convinced when you analyze the work of the Furmanov City Trade Administration of Ivanovo Oblast. Sergey L'vovich Pleshanov has been in charge of this trade administration for 20 years. All these years the trade administration has constantly fulfilled the plan for all indicators, although no one ever created privileged conditions for it. The trade administration's enterprises work practically without conflicts and complaints and without shortages and embezzlements. Here the trade technology is well set up, the cadres extremely well selected, and the system of work with them well thought out. The council of mentors, schools of communist labor and trade skills school teach workers to manage skillfully and widen their horizons. All this has enabled a strong collective to be developed which is distinguished by integrity, conscientiousness and a developed feeling of responsibility and which possesses high professional skill and is capable of successfully solving any economic problems.

The work of the Yaroslavl (V. L. Sokolov, chief) and the Smolensk (N. V. Zaleshchenok, chief) oblast trade administrations deserves favorable comments.

CPSU Central Committee General Secretary K. U. Chernenko in his address at the April 1984 Plenum stressed the role and responsibility of leaders in the solution of problems posed: "This is also individual creative enterprising activity. It is the skill and ability to organize the amicable cohesive work of subordinate enterprises and organizations."

However, initiatives and activity, and at times knowledge and ability, are not exactly sufficient for many managers. Indeed, frequently nonfulfillment of a goods turnover plan occurs because of the inertia of trade workers, their passivity in work with suppliers, poor and incompetent use of the volume of commodities which are at the disposal of trade, etc.

In many places, as formerly, the relative share of the sale of goods by the self-service method is low. Every year the targets for its development are not fulfilled in Leningrad, Vologda, Tambov and Chita oblasts, the Bashkir and Udmurt ASSR's and others. The impression is formed that the managers of these and other trade organizations do not see the advantages incorporated in progressive forms of trade. One asks what is going on? The answer is simple--some trade managers understand the situation and constantly seek and find means to fulfill the targets set, raise economic efficiency and improve trade service to the population, and others do not. In some cases, the work is steady, consistent and goal-directed and in others--references to objective reasons of various kinds and difficulties justifying inactivity.

The objective laws of our society are evidenced in the creative, goal-directed organized activity of the masses. The person--the worker and manager--his business-like character, energy, skill and initiative play an enormous and ever-growing role.

This is the reason why the party requires from economic cadres that they concentrate their attention on organizational work, show more flexibility and independence, search boldly and take, if necessary, justified risk in the name of raising the economy and reaching superior results.

After all, both the meaning of management and the pledge of success are found in this.

The responsibility of management agencies for the strengthening of economic management methods, the state of planning, accounting, information and analysis of economic activity is growing under modern conditions. Much should be done to improve commercial work, the study of market conditions, the on-schedule shipment of goods to trade enterprises and ensuring their uninterrupted sale, especially of those which trade has in abundance, etc.

Now, since the market has become more saturated, and consumer demand more demanding toward the assortment and quality of goods, the role of trade personnel--chiefs of departments and sections and salespeople--is increasing considerably. The volume of sales and the degree of satisfaction of the needs of the population depend greatly on their activity and skill in offering goods and demonstrating them in action, etc.

Lenin's requirement--to learn to trade--retains its urgency even today.

The ensuring of the safety of socialist property entrusted to them and the eradication of bribery, speculation and other negative phenomena are important tasks of trade workers. In spite of the measures being taken, we still have not achieved a truly thrifty and careful relationship to the peoples property and intolerance of people who encroach upon it. Misappropriations, embezzlements and bribe-taking inflict not only economic but also great moral loss to trade and our whole society.

These and other serious deficiencies in the work of the sector require a sharp improvement in the selection, placement and training of cadres. In

addition, special attention should be paid to the selection and placement of management workers. The success of the business, the fate of the plan and the standard of service depend on who directs a trade organization or enterprise. V. I. Lenin said, "We must construct our whole organization so that we do not have people at the head of commercial enterprises who do not have experience in this area." Unfortunately, people are frequently assigned to managing positions in trade who are inadequately trained, lack initiative, and do not possess organizational abilities and a feeling for the new.

Trade administrations, as is well-known, are a most important link in the administration of trade. However, now and then incompetent people head them. Therefore, it is not surprising that many trade administrations handle the tasks imposed upon them poorly, manage subordinate enterprises unsatisfactorily and do not provide for the improving of trade processes and raising of the quality of trade service.

Stores, public dining halls and restaurants are the front line of trade. The people heading them are called upon to manage the trade process and to organize and direct the work of the salespeople, cooks, and cash register operators entering into direct contact with customers. Inasmuch as in small stores and public dining halls, as a rule, there are no party organizations, the entire responsibility not only for the economic activity but also for indoctrination of the collective lies with the manager of the enterprise. Meanwhile, specialists with diplomas in these positions comprise only about 70 percent in the republic as a whole.

Not having sufficient training and feeling a lack of strictness on the part of trade administrations and trusts, some enterprise managers do not conduct the necessary indoctrination work. Hence, frequently in the salesroom, instead of goodwill, there is rudeness and instead of attention to customers, there is indifference and nonchalance. In the Kirov Department Store in Leningrad it has been calculated, for example, that because of passivity of salespeople, the department store loses up to 15 percent of goods turnover. And in the RSFSR there are more than 40,000 stores! How much shall we not fulfill the plan for this reason alone.

It is time to stop promoting people to managerial positions who do not have an understanding of trade. There are possibilities for this. It is sufficient to say that about 90,000 specialists, including those with a higher education, work as salespeople, cooks, cashiers, etc., that is, at worker positions. Skillful use of this cadre reserve is a most important practical task.

It is necessary to note in time and to evaluate objectively the abilities of a person, to determine correctly where he could prove his worth in the best way, to promote him to such work and to help him fit himself into the business.

The conducting of a probationary period for workers, marked for promotion, in the best enterprises and with the best managers must become a system.

Certification of cadres is very important. However, frequently it is conducted formally. Often all this comes to is a simple confirmation of the conformity of the worker to the position occupied. It also happens that the recommendations and the conclusions of the certifying commissions do not find practical realization, and the people who are recognized as not conforming to the positions occupied remain at their places.

The problem of the selection and placement of cadres cannot be resolved successfully without daily, purposeful work on their indoctrination and training. By developing methods of indoctrinational work, the party pays attention first of all to those factors such as the mastering of Marxist-Leninist theory, development of criticism and self-criticism, the strengthening of discipline and the indoctrination of high character and moral qualities.

Almost 70 percent of the trade workers undergo political and economic training in our system. Their study of the political problems of the CPSU, economics and the fundamentals of scientific management assists in the better comprehension of the principles of socialist management, promotes the development of labor and social-political activity and feelings of collectivism and responsibility for business entrusted to them. However, not everywhere is the organization of the training of cadres treated with proper attention and here and there an academic approach and weak practical direction of the studies occur. By virtue of this, the training does not always show proper attention to the final results of the economic activity of trade organizations and enterprises. There are still quite a few workers, including managers, who do not spend time raising their ideological-theoretical level. By pleading that they are busy and swamped with work, they avoid study and are not prepared for studies or skip them. And no one seriously makes them answer for this. This is especially characteristic of the trade administrations of the Kirov and Bryansk oblast executive committees, the public catering administrations of the Lipsetsk and Amur oblast executive committees and several others.

It must be firmly mastered that a modern economic leader must be not only a specialist in his field but also have a broad social and political horizon and possess those qualities which produce respect and confidence in him. These qualities do not come unassisted. They are formed as the result of constant and persistent study and daily practical work on oneself.

A person is appointed to a management position by order. But no one obtains the confidence and respect of the collective along with it as an honorary addition. They are to be earned and maintained. And he who forgets this loses the moral right to lead the collective.

Now the question is pointedly posed by the party on the strengthening of discipline, order and organization. Enormous work in this direction is being done everywhere. Marked improvements have also occurred in the trade of the republic. But for the present one cannot call them adequate. The manifestations of lack of discipline and of violations of trade rules and of labor legislation are still intolerably many.

For the purposes of strengthening labor and moral indoctrination (especially workers of the mass vocations) all of the methods of this work tested by many years of experience should be used more widely--visits, meetings, the press, comrades' courts, different forms of economic stimulation, etc. At the same time, undoubtedly it is necessary to rely on the law of the USSR, "On Labor Collectives and an Increase in Their Role in the Management of Enterprises, Establishments and Organizations." In particular, in the struggle for strict and rigorous observance of the norms and rules of Soviet trade and for an improvement in the standard of service, it is necessary to raise the indoctrinational role of the collectives.

The collective is an enormous force. It is necessary that it should influence all workers positively and incline each of them to follow the best examples of labor and conduct. Every negative fact must disturb the collective; it is obligated to react to any deviation from the norm. The leaders should listen more sympathetically to the opinion of the workers and show respect and trust in collective decisions.

The tutoring movement plays an important role in indoctrinational work. In recent times it has been noticeably more activated. We have more than 150,000 tutors--the most trained, politically mature workers, who are patrons of 230,000 young people. They have given many people, so to speak, a pass to life and helped them to achieve mastery of the trade vocation and become disciplined, conscientious workers.

At the same time, it is impossible not to see that there are many serious omissions in the development of tutoring. Frequently, workers are enlisted as tutors who do not possess the qualities necessary for a tutor, who do not enjoy authority, who are poorly trained and who permit violations of trade rules. It also sometimes happens that they involve young workers in various kinds of deals and even crime. It is necessary to approach the selection of tutors more strictly and to rely on the trade union committees in this work.

Under modern conditions the social and indoctrinational functions of socialist competition, directed at the formation of high moral, business and political qualities for workers, are increasing immeasurably.

In the 11th Five-Year Plan competition in our sector has received further scope, has been enriched by new forms and has risen to a qualitatively new level. And all the same its organization still has many deficiencies which lower its efficiency. And the most serious of them is formalism. Frequently the obligations are general in character and weakly mobilize the collective for a search for reserves and their use. Monitoring of the fulfillment of obligations, publicity of the competition and the comparability of its results are not always ensured. Frequently, the competitors do not receive the necessary help and support in the fulfillment of the obligations assumed from economic leaders, who, considering that competition is the concern of public organizations, do not concern themselves with them in the proper manner. All this lowers the mobilizing and indoctrinational possibilities of socialist competition.

Special attention ought to be paid to the fact that the best experience and conscientious labor should be encouraged, that others should study the experience of the best, and rise to the level of the outstanding workers. This is a matter of extreme importance. In the speech at the February 1984 CPSU Central Committee Plenum, K. U. Chernenko said "To know how to discern in time and to support the people's initiative...--this is the most important, one can say, inexhaustible reserve of our progress." The strength and meaning of advanced experience are in repetition. Its universal propagation must be, as V. I. Lenin taught, a matter which is not voluntary but obligatory. Good beginnings and fine initiatives needed not only praises but also constant support of the matter. Not a single useful beginning should be smothered. Thus the party poses the problem.

Familiarization with advanced experience and its introduction require the development of specific organizational-technical measures. In particular, it is necessary to prepare an original work schedule and monitor its execution.

Strengthening discipline, raising the level of organization, strict observance of trade norms and rules depend to a decisive degree on the state of the monitoring and verification of execution. In this connection, all forms of monitoring, both departmental, extra-departmental and public, must be activated and used considerably better in subordinate enterprises and organizations.

The goal and purpose of monitoring are not only the registration of negative facts and the conviction of the guilty but chiefly the prevention of violations and the creation of conditions which eliminate the possibility of their arising. However, as yet our departmental monitoring also has not kept up with modern demands; it is not very effective and the measures being taken to improve it are clearly insufficient.

It is necessary to more widely attract the public to the conducting of checks, to take effective measures on the deficiencies which have been revealed and to inform the workers about them systematically. All this is extremely important because the disclosure of deficiencies and public criticism of the guilty have a great indoctrinational effect on cadres and increase their responsibility for the work entrusted to them.

Constant improvement of their training and retraining is an integral part of the multifaceted work with the cadres. This also is understandable. The demands on trade service are constantly growing, and, consequently, the demands on the level of maturity and professional competency of workers employed by it are also raised.

The system of instruction created in the sector basically copes with the task of training different categories of workers of the mass professions. This work is set up quite well in the trade administrations of Bryansk, Orel and Gorkiy oblast executive committees and the public catering administrations of the Perm and Omsk oblast executive committees. The vocational-technical schools subordinate to them constantly select the necessary quotas of students

and ensure the plan targets for the graduation of well-trained specialists of the mass-production vocations.

But things do not go this way everywhere. In spite of the fact that the need for skilled cadres is felt almost everywhere, a considerable proportion of the trade and public catering administrative agencies have not met the targets for their training during the entire five-year plan. And hence there is also a constant undermanning of workers in many stores and public dining halls. In the last 3 years 16,000 fewer salespeople, cash register operators, cooks and waiters were trained than required. This is an appreciable figure, which undoubtedly also negatively effects the fulfillment of trade turnover plans and the quality of the trade service for the population.

The recruitment of graduates of general education schools to study and work in trade and public catering is a task of paramount importance. It should be said that the results up to now are not gratifying. Local trade and public catering agencies, managers of trade organizations and their cadre staff are extremely weak in concerning themselves with vocational guidance work among students of general education schools and with manning trade schools by means of them.

In the work on the manning of schools, as well as in general in the recruitment of young people to work in stores and public dining halls, it is necessary to make wider use of the support of komsomol organizations. The komso-mol has always greatly helped and is helping trade. But it is not necessary to wait until this help comes itself. It is necessary to show initiative. And it surely will obtain komsomol support.

Considerably more attention must be paid also to the quality of the training of specialists. It is necessary, in particular, to improve the legal indoctrination of future trade workers so that they could soundly explain the requirements of the laws, their rights and obligations.

The systematic organization of the retraining of cadres is very important. In the current five-year plan two-thirds of the managers and specialists and about half of the average workers must take different forms of instruction. But this target has not been completely fulfilled for 3 years.

The attitude toward cadre retraining must be radically changed. It is necessary to create conditions for the normal operation of courses, schools and seminars, to see about a good staff of instructors and to assemble the appropriate base, on the positive example of which instruction should also chiefly be based. Planning to raise the skills of management workers and specialists at the level of large enterprises, trades, trusts and administrations must be tied closely to their certification.

Speaking of work with cadres, it is impossible to pass over problems of their high turnover in silence. Every year about 400,000 workers leave trade for various reasons. At the same time, we especially cannot help being disturbed about the exit of young people from trade. And the reasons for this, in particular, are that very often violations of the demands concerning material responsibility are allowed and the prospect of advancement is lacking.

Work with cadres is far from a simple matter. It requires much effort, patience and constant attention and time. But all this is repaid. Only the correctly selected and well trained workers, who constantly feel concern and attention on the part of economic leaders and public organizations, are able to ensure the solution of the important and complex tasks set by the party for trade.

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CONSUMER SECTOR POLICY AND ECONOMICS

USSR LIGHT INDUSTRY MINISTER TARASOV ON SECTOR PROGRESS

Moscow EKONOMICHESKAYA GAZETA in Russian No 38, Sep 84 p 2

[Article by N. N. Tarasov, USSR minister of light industry: "Goods for the People: Higher Quality, Better Assortment"]

[Text] In the current year light industry has significantly increased the growth rate for product output, expanded the scope of assortment renewal, and achieved a relatively high market supply of products manufactured by its enterprises. The general uplift of the national economy as well as party and government measures on the intensification of production have played a decisive role in this matter.

In the 8 months of 1984, the sector has sold an additional 667 million rubles worth of products. All of the growth in production volume was achieved due to the increase in labor productivity.

The plan for the output of cotton and silk fabrics, non-woven materials, carpets, hosiery-stocking products, outerwear stockinet, sewn goods, leather footwear, furs and fur products, and porcelain-china dishware has been overfulfilled. However, we are far from being satisfied. There are still many bottlenecks and unsolved problems remaining in the sector. On a number of positions we are still in heavy debt to the country.

Expanding the assortment and improving the quality of consumer goods is the central task facing light industry.

In recent times we have been able to resolve to a significant degree the problem of providing the population with various consumer goods. It is enough to say that the USSR produces over three pairs of shoes per year per capita of the population. This is more than in any other country in the world. Our country is also among the leaders in the manufacture of cotton, linen and wool fabrics. However, this is in a quantitative expression.

We must admit that often the assortment of our products does not correspond to the popular demand. There is a market shortage of necessary goods for children, the aged, sportsmen, as well as of fashionable products for the youth. The quality of many types of products leaves something to be desired.

In connection with this, the USSR Ministry of Light Industry is taking a number of long-term and effective measures. The output of first priority goods, goods which are in widespread demand, and children's goods is being expanded. For many types of these products, the production volumes already exceed the plan assignments set for this period.

For the years 1981-1983 the production of non-woven material fabrics has doubled. The production of bed linens has increased by a factor of 2.1, of cotton underwear for nursery school age children -- by 29.2 percent, of terrycloth towels -- by 29.1 percent, of coats, raincoats and jackets made of combined fabrics -- by 25.8 percent, of porcelain-china dishware -- by 14.2 percent, and of tableware oilcloth -- by a factor of 1.7. High growth rates for these goods, along with improved quality, are also envisioned for 1984.

For a more substantiated study of public demand for consumer goods, 88 company stores have been organized, and their network continues to expand. Working in conjunction with the USSR Ministry of Trade, we are introducing a comprehensive system for studying and predicting demand. In the course of this work, changes have been made in goods assortment for a sum of over 2 million rubles in the current year alone.

As a result of the adopted measures, the product quality indicators have improved since the beginning of the year as compared with the same period last year. The downgrading of goods has been reduced. There has been a 10 percent increase in the output of products in the highest quality category. The relative share of these products in the overall volume of production comprises 15.2 percent. There has been a 36 percent increase in the output of goods with improved consumer properties, and their relative share has reached 26 percent.

The indicators could have been significantly higher if a number of enterprises had not disrupted the plan discipline for supply of products in accordance with concluded agreements and responsibilities. The union republic Ministries of Light Industry, the RSFSR Ministry of the Textile Industry, and the all-union industrial associations must bring order to this matter.

Great possibilities are presented by the large-scale experiment on expanding the economic management independence of enterprises, in which the light industry of Belorussia has been participating since the beginning of this year.

The first summaries of this work have yielded positive results. The growth in production throughout the BSSR Ministry of Light Industry as a whole for the 8 months of the current year has comprised 4.1 percent. Labor productivity has increased by 6.1 percent as compared with the same period last year, with a planned increase of 2.4 percent. For the first time all the enterprises of the republic ministry have fulfilled their plan for product delivery.

The USSR Ministry of Light Industry is giving much attention to this experiment. As of the start of 1985, it will be introduced at the enterprises of five other republic ministries.

The problems of improving the product assortment and quality for light industry bear an intersectorial character. They are primarily associated with the provision of raw material resources to the enterprises, with the creation of normalized raw material reserves, and with an improvement in their quality. This is particularly true for cotton. Agricultural-industrial associations on the production and processing of cotton are presently being formed in Uzbekistan. From the very beginning they must orient themselves toward the full satisfaction of the textile enterprises' demands for high quality raw materials.

Certain enterprises in the chemical industry are not meeting their responsibilities. They are not fulfilling the delivery plan for viscose filaments and nitron fibers. Part of the fibers delivered are not of the assortment which has been ordered. The plans for delivery of certain types of dyes are also being disrupted. Working in conjunction with the Ministry of the Chemical Industry, we will have to implement a widespread program for improving the quality and assortment of chemical fibers.

Technical retooling of the sector is the basis for increasing the production of goods, improving their quality and expanding their assortment.

This is the key link which determines the entire development of light industry. We must note that despite the measures which have been taken on technical retooling of enterprises, the portion of outdated and unproductive equipment still remains high. Often we may find machine tools which have been in operation for 30-40 years, and sometimes even longer. For purposes of accelerating scientific-technical progress, there are 40 comprehensive target programs being implemented within the sector. These provide for the development and assimilation of high productivity equipment, automated textile production, and automated flow lines which do not require manual labor.

During these 3 years, 2.5 billion rubles worth of modern equipment has been installed at light industry enterprises. Much has been done to renovate the pool of textile machines due to the introduction of pneumatic-mechanical spinning and shuttle-free textile machines and high-speed apparatus for dying yarn and fiber under pressure.

Electrical hydraulic presses for pattern cutting footwear parts and semi-automatic lines for adhesive fastening, which have made it possible to significantly facilitate the workers' labor and increase their productivity, have found widespread application in the leather footwear industry. Sewing enterprises are also undergoing comprehensive mechanization.

The cooperation with the CEMA member states has great significance in accelerating scientific-technical progress in the sector. This cooperation is being developed in the direction of creating a new product assortment, developing highly effective technological processes, and rendering technical aid. For example, work on the modernization of a number of enterprises is being implemented in our country with the participation of specialists from the HPR, GDR and CzSSR. As a result, the labor productivity has increased by 20-30

percent at some of these enterprises. Cooperation with the fraternal states will continue to develop in the future.

The effectiveness of light industry is directly dependent on the work of machine builders. This is particularly important now, when the sector is preparing for the implementation of a comprehensive program for the development of consumer goods production for the period to the year 2000.

Unfortunately, domestic machine building still lags significantly behind the needs of light industry. The needs of enterprises for new technology are met by an average of 75 percent, and for certain types of equipment this figure is even lower. The plans for development of new technology are not fulfilled by numerous organizations of the Ministry of Machine Building for Light and Good Industry and Household Appliances. The quality of machines also falls significantly short of the level set by the best foreign models.

The state of affairs in reconstruction and construction of light industry facilities requires decisive improvement. Many enterprises and organizations performing construction by the method of operations using their own resources are allowing serious shortcomings. The Ministries of Light Industry of the Ukraine, Kazakhstan and Azerbaijan, and the RSFSR Ministry of the Textile Industry are doing a poor job on new construction. And yet we have an example of a truly party and state-oriented approach to reconstruction in Ivanovo Oblast.

Improving the organization of labor and increasing the activity of the workers is an important condition for the intensification of the sector.

Several million people are engaged in light industry. The correct and scientific organization of their labor determines to a decisive degree the increased effectiveness of production and the increased output and improved quality of production.

In general, the improvement of labor organization in light industry is following the path of development of multi-machine servicing, combination of professions, introduction of progressive sectorial norms, and promulgation of leading experience.

Every year around 70,000 workers broaden their spheres of equipment servicing and 50,000 master secondary professions. In the 11th Five-Year Plan these traditional methods are being successfully combined with the introduction of the brigade form of labor organization and stimulation. Today 65.3 percent of the workers in light industry are unified into brigades. Two-thirds of the brigades utilize standard job authorizations and KTU [not further identified]. One-third is comprised of cost accounting collectives.

There is still much to be done in overcoming formalism in the organization of brigades, in restructuring the system of production management as applied to collective forms of labor organization, in introducing more widely the work of brigades by a single order, and in more actively changing them over to cost accounting.

The workers in light industry have always been at the forefront of those initiating patriotic deeds and socialist competition. The entire country remembers and honors the first initiators of the Stakhanov movement in light industry—Yevdokiya and Mariya Vinogradova and Nikolay Smetanin. Today thousands of workers are trying to equate themselves with the true Stakhanovites of our day, the two-time Hero of Socialist Labor, weaver Valentina Golubeva; the Heroes of Socialist Labor, weavers Valentina Pletneva and Mariya Poleshchuk, seamstress Margarita Solov'yeva, and numerous other innovators. At their initiative, competition is heightened in the sector for completion of the 11th Five-Year Plan ahead of schedule based on the expansion of spheres of service, reduction of time spent on the manufacture of a unit of production, and improved product quality.

At the end of last year, the CPSU Central Committee praised the initiative of the leading collectives in light industry enterprises--the Ivanovo Cotton Fabric Combine imeni Samoylov, the Moscow Footwear Association "Zarya", the Dmitrov Sewn Goods Association "Yunost'", and the Voroshilovgrad Tricot Factory imeni 25th CPSU Congress for increasing the output of high-quality consumer goods. Today almost all the enterprises in the sector are participating in this movement. Many collectives have achieved very tangible results in the course of this competition. As a result, it is the consumer, every Soviet citizen, who has benefited.

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CONSUMER SECTOR POLICY AND ECONOMICS

MERCHANDIZING DECISION CENTERS INCREASE EFFICIENCY

Moscow SOVETSKAYA TORGOVLYA in Russian 5 Jul 84 p 1

[Article: "The Main Center of the Trade Hall"]

[Text] Let us say that a movie theater was built in a city. Modern and comfortable, it looks like architectural perfection. At the first showing, the townspeople went through the spacious vestibule as though on a holiday. But when the film was over, only one door opened to let out the thousand people into the hall. It was as though the holiday had not existed. The designers were not to blame: they had provided for ten exits. The builders did everything conscientiously according to the plans. But at the last moment, an excessively zealous administrator ordered that nine out of the ten doors should be closed...

Doesn't it happen the same way in a store where, for hundreds of meters of sales area and dozens of piles of goods, there is only one cashier? The long line drags on and the customers irritatedly count the lost minutes; the cashier becomes nervous, rushes and makes mistakes in her haste; quarrels break out; people do not wait and leave without their purchases...It is customary to calculate the economic effect of introducing new technology or of an efficiency expert's successful proposal, but who has calculated the losses incurred by an empty cashier's booth at rush hour? How many rubles did not enter into a store's daily receipts only for this reason?

The facts of these sad statistics may be found in many places, only not in Klaipeda, Vinitsa and Yaroslavl'. In the Tallin department store, Kaubakhal', for example, a rush hour simply does not exist. The merchandizing managers do not plead lack of workers or shortage of cash registers and cashiers' booths, they improve the organization of the merchandizing process, finding reserves of time savings for customers. There are no long lines in the stores in these cities.

Everyone knows what a sliding schedule of working hours is, but the question is how to arrange it with maximum precision. The administration often arranges this schedule "approximately," but this method does not eliminate errors. But the electronic recorders mounted in the turnstile of a single cashier's center in the Druzhba trade complex of Chernigov permit a precise calculation of how many customers were in the trade complex in the course of an hour, a day or a week...On the basis of the single cashiers' center, it is also simple to calculate

how many purchases were made at different times. This data is a reliable basis for working out a sliding schedule. There are fewer customers in the morning and 10 registers operate in the cashiers' center. Towards midday, the flow increases and 4 more registers are included. At the hours of greatest customer pressure, all 16 cashiers serve without any delays. In addition, the application of a single cashier's center and the systematic analysis of its work yields the possibility of predicting customer flows and arranging vacation schedules on that basis.

The single cashiers' center frees the merchandise hall from many of the traditional barriers and permits such reserves of customers' savings of time as maneuvering around the merchandise areas to be rationally utilized. As soon as the demand changes, the display of any sort of goods may be efficiently changed; the number of items in one section may be increased and in another section, decreased...In addition, it permits the movement of workers in the merchandise hall according to the amount of business and promotes the mastery of related occupations. When the collective of a single brigade works for an ultimate result, the section managers, their deputies and the administrators see nothing shameful in substituting for a sick cashier during the rush hour.

The single cashiers' center first appeared in Chernigov. The example of Chernigov was followed by a number of collectives, but success came only to those who treated the new arrangement in an interested and creative manner. The trade management specialists in the Yaroslavl oblast, for example, correctly considered that establishing a single cashiers' center did not mean gathering all the booths together and seating the cashiers. Before introducing the innovation, a program was drawn up which provided for the technological replanning of the hall in every store, a revision of the staff members' list, special training for management cadres, a determination of the composition of the brigade of materially responsible people, working out of job instructions for all categories of workers, taking the expanded zone of service into consideration, training in related occupations, reconstruction and repair of premises...In the general program, moreover, changes were introduced efficiently, in accordance with the individual special features of each trade enterprise. The effect of transferring practically the whole network into work with a single cashiers' center is manifested by figures such as the following: 117 small sections have been eliminated; 137 people have been disengaged; 170,000 rubles have been saved from the wage fund; about 300 units of trade equipment have been set up in the freed areas...The general result has been that the major aim of the innovation has been achieved in Yaroslavl: commodity circulation has been increased and time spent on making purchases has been reduced.

Individual models of the single cashiers' center now exist in Vilnius, Penza and Andropov. Time will indicate which of them is better. But the managers of trade organizations are required not to wait, rather to season for new forms of service and to introduce more boldly the advanced experience of their colleagues, to select actively everything progressive that appears in the sectors and apply the innovations while taking local conditions into consideration.

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CONSUMER SECTOR POLICY AND ECONOMICS

ARMENIAN SUPREME SOVIET ON IMPROVEMENTS IN TRADE SERVICES

GF031628 Yerevan SOVETAKAN AYASTAN in Armenian 15 Sep 84 p 1

[Text] The Armenian SSR Supreme Soviet Trade and Consumer Services Commission held a session under R.D. Grigoryan, chairman of the commission. A report was heard on the implementation of the legislature on the work order of the trade and consumer services enterprises in the villages. A.G. Shushanyan, first deputy chairman of the union of consumers' societies, and M.M. Tovmasyan, deputy minister of consumer services, delivered speeches. It was noted that in accordance with the tasks set by the 26th CPSU Congress and the CPSU Central Committee plenums after the congress the Armenian Union of Consumers' Societies Administration, the Armenian SSR Consumer Services Ministry and the people's deputies local soviets executive committees have done considerable work to ordain the work of the said enterprises, to raise the standard of trade and consumer services to the republic's rural population, and to define a more rational regime for the work of trade and consumer services enterprises in order to suspend the unfounded loss of work time of the laborers while they profit from the services of these enterprises.

Certain measures have been taken to develop the chain of trade and consumer services installations and to strengthen their material and technical bases. During the past 3 years of the current 5-year plan period, on the basis of the independent means of the local soviets executive committees and other resources, 203 consumer services centers and comprehensive procurement centers have been constructed and organized at the villages in addition to 7 consumer services centers at the rayon centers. A total of 70 consumer services installations are under construction. Plans for the consumer services to the rural population have been fulfilled successfully by the said ministry during 1981-1983 and the past 8 months of this year. Compared to 1980, services have increased by 45 percent.

The study and revision of the issue have shown that the organizational standard of the trade and consumer services to the population does not fully correspond to the growing demands of the rural population. Violations of work order defined by legislature at the trade and consumer services enterprises are being permitted, and labor and production discipline is not on an appropriate standard in various locations. In the trade chain, trade law and sanitary and hygienic work orders are being violated and often the obligatory assortments of goods, which exist sufficiently at the bases, are not being sold.

The public consumer services enterprises are not always ensuring the fulfillment of order in time and in good quality, the type of services are limited, violations of services prices are being permitted, and so forth. Sufficient measures are not being taken to define a more appropriate regime for the work of the public consumer services enterprises. The procurement centers including the basic part of the complex centers are only open during the work hours of the workers. A notable part of the republic's kolkhozes and sovkhoses do not have consumer installations, and at the same time the capital investments allocated for their construction are not being realized every year.

The shortcomings in the consumer services to the rural population show that a number of executive committees of people's deputies local soviets, rayon consumers' societies, and consumer services administrations are not securing the fulfillment of trade and consumer services legislatures and are compromising with the existing shortcomings.

The commission adopted a decision in accordance with the reviewed issue. The commission session was participated in by G.M. Bagdasaryan, deputy chairman of the Armenian SSR Supreme Soviet Presidium, and M.M. Bakhchinyan, secretary of the Armenian SSR Supreme Soviet Presidium.

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CONSUMER SECTOR POLICY AND ECONOMICS

MOSCOW CONFERENCE DISCUSSES DOMESTIC SERVICES

[Editorial Report] Moscow VOPROSY EKONOMIKI in Russian No 8, August 1984, carries on pages 154-155 a 700-word article by N. Gubysheva and V. Ulanovskaya titled "Developments in the Area of Domestic Services." The report describes an All-Union Scientific Conference held in Moscow in March 1984 which dealt with the theoretical and scientific problems in the development of domestic services.

Officials who presented papers at the conference included Academician A. Rumyantsev; I. Dudenkov, RSFSR minister of domestic services; V. Slinchenko, Ukrainian minister of domestic services; and V. Khal'myagi, Estonian minister of domestic services.

According to the report, the sessions discussed the following topics: "the main research trends in the area of domestic services; the nature of labor in conditions of developed socialism; the scientific development of a sound classification of domestic services; determining the limits of the domestic services system in a single national-economic complex; perfecting the form of domestic services management."

RSFSR Minister I. Dudenkov noted at the conclusion of the conference that the discussions brought out the necessity, at a future conference, to consider more concrete and specialized problems of the domestic service sub-sectors.

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PERSONAL INCOME AND SAVINGS

SENSIBLE APPROACH TO FAMILY BUDGET MAINTENANCE URGED

Leningrad LENINSKOYE ZNAMYA in Russian 8 Jul 84 p 1

/Article: "Family Budget"/

/Text/ "Where has the money disappeared!" How often this phrase is heard in many families. A husband and wife make a good living, bring quite a decent sum home, but are constantly short of money. Their acquaintances, who with the same income quietly handle their financial responsibilities, are surprised.

What is the reason for such a difference? No, not in vain did our grandfathers and great grandfathers express the following idea in a proverb: "People do not live according to their income, but according to their expenses." As we see, popular wisdom suggests to us that the management of a home, which means its economics as well, is not a simple matter. It requires intelligence, effort and solicitous care. Life experience convinces us: It is worth all the efforts made, because the well-being of a family, not only its financial, but entire, well-being, including children's education, largely depends on the good organization of domestic or, as it is called, "small" economics.

In our country the party and the state manifest great concern for the well-being of the people and, thereby, of every family. We all witness how this concern is realized in the steady rise in the people's standard of living. For example, it is known that in the Soviet Union in the last 25 years alone the level of real per-capita consumption tripled. Many of our needs are met by public funds. Let us take medical services, education, subsidies for housing maintenance, privileges in the use of children's preschool institutions and many other things.

The per-capita income grew substantially during a comparatively short period. Whereas in 1965 only 4 percent of the country's population had a monthly income of 100 rubles and more per family member, by 1980, more than one-half of the population. During these 15 years the monetary income of the Soviet people almost tripled and the amount of deposits in savings banks increased more than eightfold.

Of course, all this has strengthened the family's financial possibilities considerably. The utilization of these possibilities and their maximum return depend primarily on ourselves, on our moral aims, our orientations toward certain values and our ability to manage. After all, on the basis of income it

is possible to sensibly construct the family budget and to distribute the available funds so that they are sufficient both for financial and spiritual needs. Even with a much bigger income it is possible to constantly stop "gaps" and every now and then to be broke.

The family Nikitin lives in the settlement of Bolshevo near Moscow. For many years people from the entire country have been coming here to visit it. They have been coming here to acquire instructive experience in the education and physical and mental development of children. Along with this everyone is very interested in the organization of the family budget. People ask without fail: "How did you manage financially before your older children grew up and began working? After all, you have seven children..." The Nikitins tell, show and familiarize them with their domestic set up. The wisdom of sensible home management or, in other words, the standard of sensible consumption by a family, is revealed to guests.

Guests look and listen attentively, compare the experience of the Nikitins with their own and begin to understand a great deal. For example, they see that, if they learn food organization from the Nikitins, food will not only cost them much less, but will be much more healthful.

Now a great deal is being talked and written about a sensible diet. However, do you, our reader, know many families where it has become a rule? Some are hampered by disorder, some do not seriously accept the very idea of such a diet and some, in general, are categorically disposed against it: "Why should I deny myself something?" Incidentally, we would like to note that a sensible diet has nothing to do with the "stomach economy," when, in order to buy some very expensive thing (by no means always really necessary), people are stingy and skimp on their food. A sensible diet is a scientifically substantiated healthful diet, taking into consideration the needs of people of various ages and occupations. Being wholesome, it is also advantageous for the family budget.

The standard of sensible consumption by a family largely determines its economics. For example, how exhausting--in all respects and for the domestic budget as well--a family's constant chase after a prestigious thing is! People are guided primarily by a desire not to lag behind someone and to "shine" before him, not by a real need for a thing. The next day they go after a new prestigious thing. This whole chase often does not fit the budget, does great damage to family interests and creates a "distortion" in expenses. One of our readers in her letter sent to the section "in the family circle" related the following case. For a long time her neighbors' son asked his parents to buy him a bicycle. They constantly promised it to him, but each time something prevented them from doing so. They explained to the little boy: "You must wait. We have now bought a wall unit, we have no money." A carpet, a bedroom set and some senseless chandelier were next in turn. "All the little boys in our yard," the letter said, "rode their bicycles, going in a noisy cavalcade to the river or to the forest, but my poor neighbor could only envy them. I don't understand his father and mother."

Of course, as the level of financial well-being rises, people's needs increase. Naturally, in itself a desire to fill an apartment with modern furniture is

quite understandable so long as the sense of proportion is not violated and this desire is not realized at the expense of many other needs and interests of family members.

A sensible expenditure of funds--very important not only for "small economics," but also for the entire life of a home and its microclimate--equally rules out both stinginess and extravagance. But it is not attained by good intentions alone. It is necessary for both husband and wife to understand this, to plan the family's economic activity together in a coordinated and thoughtful manner on the basis of real possibilities and to implement it by common efforts. Children must not be kept aloof from this.

Unfortunately, in many families children do not know what constitutes the family income and how much their parents earn and, moreover, do not have an idea of family expenses. Once a teacher conducted a very simple poll in one of Reutov's schools. He asked the children how much rent their families paid and how much bread, sugar and butter cost and was interested in the price of their school uniform. It turned out that many children knew nothing of this and were sheltered from any financial concerns and problems at home. Hence the frequent excessive demands on and grievances against parents.

Yet, when these children grow up, they will establish families. How will they be able to manage a home sensibly if they are not at all ready for this? How many young families break up precisely because of this? They have no family life at all and there is a constant chaos in domestic economics. The husband and wife blame each other for everything. Much more time and effort are spent on scandals and quarrels than on thinking together about a sensible organization of the family budget and on learning this together.

Even if the home is quite small, even if there are only two people in the family, careful management within this framework also requires skill and knowledge. The family needs help in this case. People expect such help and seek it. No wonder the "housewife" clubs established in many houses of culture in the oblast are so popular. True, they are intended only for women. Men are not so lucky. They do not have such clubs. Of course, if there is a desire, it is always possible to find the opportunity to learn the organization of family economics. One only has to look more carefully at the experience of one's friends and acquaintances. It is very useful to turn to the appropriate literature and the periodical press. Many newspapers and journals now pay serious attention to problems of family economics.

There are many practical recommendations for scientific maintenance of the family budget. People often brush them off. Some are afraid of excessive efforts; for example, a daily recording of expenses. Others think that following these recommendations will regulate family life too much and restrict it to some framework. Meanwhile, efforts fully justify themselves in this case. The family, better utilizing its financial resources, will be able to live in a more cheerful, meaningful and friendly manner. Has order ever hampered a family? Chaos, disorder and mismanagement hamper it.

FOOD PROCESSING AND DISTRIBUTION

USSR MEAT, DAIRY MINISTER ON FOOD INDUSTRY GOALS

Moscow MYASNAYA INDUSTRIYA SSSR in Russian No 6, Jun 84 pp 1-6

[Article by USSR Minister of the Meat and Dairy Industry Ye. I. Sizenko: "Increase the Efforts on the Implementation of the Food Program"]

[Text] Concern about the increase of the well-being of the Soviet people always was and remains at the center of attention of the Communist Party. The decisions of the April (1984) CPSU Central Committee Plenum and the 1st Session, 11th Convocation, of the USSR Supreme Soviet, which are aimed at the further improvement of all aspects of the life of the population of our homeland, are convincing confirmation of this.

In the brilliant, thoroughly reasoned speech of General Secretary of the CPSU Central Committee Comrade K. U. Chernenko at the plenum a thorough Marxist-Leninist analysis of the key problems of the domestic and foreign policy of the CPSU is given and the key directions of the work, on which the efforts of the party and all the people should be concentrated, are indicated. Not only the vital tasks, but also the means of their accomplishment are specified in it.

The communists and all the working people of the country perceived the speech of Comrade K. U. Chernenko as a political document which is of exceptionally great importance for the successful implementation of the general policy of the party. Its assumptions and conclusions are rallying the party and the Soviet people for the fulfillment of the decisions of the 26th CPSU Congress, specify the basic directions of the political, economic, social and public life of the country and pose tasks on the preparation for the ordinary 27th Party Congress.

The words of Konstantin Ustinovich on the need for increasing the efforts on the fulfillment of the Food Program are especially close and clear to us, the workers of the meat and dairy industry. The realization of this program requires of the workers of the sector the constant improvement of economic operations, the more complete utilization of the available reserves and the increase of efficiency and the responsibility for the assigned job.

In response to the concern of the party about the development of consumer goods production the workers of the meat and dairy industry in 1983 provided

in excess of the plan products worth 1.7 billion rubles. In consolidating the achieved gains, the collectives of enterprises in 5 months of this year produced in addition to the plan a significant amount of meat, sausages, animal fat, cheese, whole-milk and other products in the amount of more than 700 million rubles. This made it possible to increase the sale of meat and dairy products to the population, as well as to supplement their stocks in industry and wholesale trade.

The enterprises of the Kemerovo, Tashkent and Minsk production associations of the meat industry (general directors Comrades Osipov, Yuldashev and Tylyndus), the Tbilisi Production Association of the Dairy Industry (General Director Comrade Datoshvili), the Novochoerkassk City Dairy and the Pyarnu Combine of Dairy Products (directors Comrades Reshetnikov and Anderson), the collectives of which have been repeatedly awarded Challenge Red Banners of the CPSU Central Committee, the USSR Council of Ministers, the All-Union Central Council of Trade Unions and the All-Union Komsomol Central Committee, did much work on the increase of production efficiency and the boosting of the output of products.

Many leaders of socialist competition are in the forefront of the drive for the successful fulfillment of the tasks of the Food Program. Holder of the Order of the Labor Red Banner and USSR State Prize winner Leonid Ivanovich Gorbachev has worked for nearly a quarter century at the Shakhtinsk Meat Combine. He is the best tutor of the enterprise and during his work time has taught his occupation to more than 70 people. Hero of Socialist Labor Raisa Stepanovna Perepechayenko, a foreman and cheese maker of the Pokrovskoye Cheese-Making Plant of Dnepropetrovsk Oblast, heads a collective which bears the honorary title "Brigade of Communist Labor." Viktor Ivanovich Kuz'min, the leader of a brigade of meat boners of the Pskov Production Association of the Meat Industry, by using advanced techniques and methods of labor, completed ahead of time, by 1 January 1984, the assignment of the 11th Five-Year Plan. It is pleasant to note that with every day there are more and more production leaders of this kind at the enterprises of our sector.

At a meeting with workers of the Moscow Serp i molot Metallurgical Plant Comrade K. U. Chernenko said about such workers: "Trained workers are not only the backbone of any works. This is the pride of our working class. We should prize them and rely on them. It is necessary to increase the prestige of skillful labor, the prestige of high quality work...."

However, in critically evaluating the achieved results from the standpoint of the new, greater demands of the April (1984) CPSU Central Committee Plenum, it should be noted that there are still a good deal of shortcomings and oversights in the work of many enterprises of the sector.

We have succeeded far from everywhere in establishing the proper order and achieving a high level of organization and a precise rhythm of production. There are still enterprises, which are not fulfilling the plans of production and deliveries with allowance made for contractual obligations and the plans of the increase of labor productivity and the decrease of the cost of the output being produced. Several enterprises are not ensuring the timely receipt and high quality processing of livestock, poultry and milk, are

violating the regulations of receipt and settlements for them, are allowing losses of raw materials and finished products and are not waging a resolute campaign against mismanagement and misappropriations of socialist property. The managers of many enterprises are not displaying the proper concern for the introduction of new equipment, a waste-free processing method and the mechanization of difficult and labor-consuming processes and have acquiesced in the poor utilization of production capacities. So far the cases of the output of low quality products, for which just reproaches are being received from the population, have not been eliminated. All this is doing great harm to the state.

Having analyzed thoroughly the results of the work for the first quarter of this year and guided by the decisions of the April (1984) CPSU Central Committee Plenum and the instructions of General Secretary of the CPSU Central Committee Comrade K. U. Chernenko concerning the fact that the accountability for every disruption and for all omissions, which have been permitted this year, should be more strict than ever, the collegium of the ministry obliged the executives of the ministries of the meat and dairy industry of the union republics, all-union industrial associations, scientific production associations, associations and enterprises to take urgent steps on the elimination of the existing shortcomings, to tighten up the campaign against all kinds of violations of state discipline and to increase the responsibility of each worker for the assigned job.

The collegium approved a comprehensive plan of organizational and technical measures on the accomplishment of the tasks which follow from the decisions of the plenum. Now it is necessary to organize the work everywhere so that the outlined measures would be implemented. For this it is necessary to create at every enterprise appropriate conditions for highly productive labor. It is necessary to shift the center of gravity of all organizing work from the offices to the shops and production sections, that is, to where the problems of boosting the production of meat and dairy products and increasing their quality are directly solved.

The main efforts should be aimed at the mobilization of the collectives of all enterprises and associations for the early fulfillment of the 1984 plan with respect to all the basic indicators. Here it is in no case possible to be content with the achieved results, it is necessary not to allow self-complacency and to perform daily intense work on the seeking and putting to use of the available reserves. It is necessary to remember constantly the instructions of Comrade K. U. Chernenko concerning the fact that "we have arrived at an extremely crucial point of the five-year plan, when the calculation is being made already for months. Moreover, the situation is not at all such that it would be possible to do without the further increase of the intensity of our economy work.... Uneasiness, even, if you wish, anxiety about the state plan should not leave us for a minute."

At present the drawing up of a draft of the plan for 1985 is being carried out everywhere. When carrying out this responsible work it is necessary to direct the main attention of republic ministries, associations and enterprises toward

the seeking and putting to use of all the available reserves so as to arrive next year at the level of the five-year assignment on the basic indicators of the work of the sector.

The further increase of the output of meat and dairy products depends to a decisive degree on the strengthening of the management and economic relations of the enterprises of the sector with the kolkhozes and sovkhozes in the system of the agroindustrial complex. In recent times much work has been done on the increase of purchases of livestock and milk, the acceptance of livestock raw materials directly at kolkhozes and sovkhozes and their delivery by specialized transport. However, the work being performed still does not fully meet the demands of the party Central Committee, while the reserves available in this matter are not being fully utilized.

During the first quarter of this year many enterprises inefficiently performed work on the assurance of the fulfillment of contracting agreements by every kolkhoz and sovkhoz. In spite of the fact that nearly one farm in four did not fulfill the plan of the sale of livestock products, the managers of enterprises rarely submitted these questions for the consideration of the rayon agroindustrial association. As a result these farms failed to provide the state with 485,000 tons of livestock and 420,000 tons of milk. In many regions of the country the available possibilities of increasing the purchases of livestock and milk from the population are not being utilized. Our duty is to have these reserves involved in the matter in the immediate future. This will make it possible to additionally produce and sell to the population a significant amount of meat and dairy products.

It is well known that the development of direct ties and centralized transportation make it possible to organize the work of enterprises more smoothly, to use transport efficiently and to decrease the losses of raw materials during transportation. However, in 1983 only 23 percent of the livestock and 29 percent of the milk out of their total delivery for processing were transported by such an advanced method. This work is being carried out slowly at many enterprises of the RSFSR, the Ukrainian SSR, the Kazakh SSR, the Uzbek SSR and a number of other republics.

At the same time life shows that wherever economic managers actively introduce centralized transportation, good results are achieved. The experience of the Belorussian SSR Ministry of the Meat and Dairy Industry, where 72 percent of the livestock and 40 percent of the milk are transported in a centralized manner from kolkhozes and sovkhozes, can serve as confirmation of this. The results of the work of enterprises of the meat and dairy industry of Slonimskiy Rayon of Grodno Oblast testify to the great benefit of centralized transportation. Here 42 milk tank trucks, the output for each of which came to 500 tons a year, previously transported the milk from the farms. After the introduction of centralized transportation 29 trucks began to cope with the former amounts of transportation, here their output doubled, while the cost of transportation decreased by 32 percent. Similar work was performed by the collective of the Slonim Meat Combine, which changed over entirely to direct ties and transports livestock from the farms strictly according to schedule.

The work experience of the collective of the Belgorod Association of the Dairy Industry, where 86 percent of the purchased milk is delivered by centralized transportation, merits extensive dissemination. At the same time in neighboring Kursk Oblast only 24 percent of the milk is transported by this method, while in Lipetsk Oblast--only 22 percent. In this connection the question arises: Why do some workers achieve good results, while others, being under completely identical conditions, lag behind? Practical experience shows that not all economic managers have yet reorganized their work in conformity with the demands of the May (1982) CPSU Central Committee Plenum and are displaying activeness and militancy in the solution of the problems at hand.

Taking into account the particular importance of the changeover to direct ties, the ministry posed the task to increase this year the centralized transportation of livestock by 43 percent of the 1983 level and of milk by 28 percent. The ministries of the meat and dairy industry of the union republics, associations and enterprises need to introduce more actively advanced methods of the delivery of products and to fully utilize the available possibilities in order not only to fulfill, but also to exceed this assignment.

The importance of increasing production efficiency by the more complete utilization of the available capacities and the obtaining of the maximum yield of products from every ton of raw materials being processed was stressed at the All-Union Economic Conference on Problems of the Agroindustrial Complex. In this matter definite work has been done in the sector, but for the present the reserves are being involved far from completely in the matter.

The government annually earmarks considerable capital for the development of the meat and dairy industry. As a result the fixed capital of the sector has exceeded 11 billion rubles, or has increased as compared with 1970 by more than threefold. In recent years alone large meat combines, cheese-making factories and enterprises for the production of dry skim milk and whole-milk substitutes, which are furnished with highly productive equipment, have been put into operation in many regions of the country. However, at several of them the capacities are being assimilated unsatisfactorily, which is checking the further increase of the production of foodstuffs.

Recently the Commission of the Presidium of the USSR Supreme Soviet for Dealing With Problems Concerning the Agroindustrial Complex seriously criticized the USSR Ministry of the Meat and Dairy Industry for the slow pace of the construction and renovation of enterprises for the processing of secondary raw materials and the incomplete utilization of the available capacities for the processing of skim milk, buttermilk and whey. The republic ministries and associations should draw the necessary conclusions from this criticism and take effective steps on the elimination of the noted shortcomings.

The CPSU Central Committee is attaching especially great importance to the further increase of production efficiency. This year the task has been posed to achieve an above-plan increase of labor productivity by not less than 1 percent and an additional decrease of the product cost by approximately

0.5 percent. The collectives of the majority of enterprises, having launched competition for the more complete utilization of the available reserves, successfully fulfilled the assumed obligations. During the first quarter labor productivity increased by 5.9 percent, while the above-plan decrease of the production cost came to 0.46 percent.

At the same time it was established by a check that the managers of several associations treated without proper responsibility the demands of the party Central Committee on the increase of production efficiency. For example, the collectives of the enterprises of the Volgograd Association of the Meat Industry (General Director Comrade Yerkin, Chief Engineer Comrade Sharov) assumed the obligation during the first quarter to decrease the cost of the output being produced by 250,000 rubles, but actually allowed an increase of its cost by more than 1.1 million rubles. Due to poor production organization alone the shop and plantwide expenditures here exceeded the established limits by 450,000 rubles. Several enterprises did not ensure the obtaining of the planned output of products, made poor use of secondary resources for food purposes and paid large fines for the output of poor quality products and the nonfulfillment of delivery contracts.

Particular attention should be directed to the unsatisfactory work of the managers of several associations and enterprises on the fulfillment of the instructions of the CPSU Central Committee and the USSR Council of Ministers on steps on the assurance of the most strict economy of fuel and energy resources. For example, the executives of the Vologda Association of the Meat Industry (General Director Comrade Sundiyev, Chief Engineer Comrade Buzin) instead of implementing the necessary organizational and technical measures established for the enterprises group rates of consumption of boiler and furnace fuel, thermal energy and electric power, which were higher than the actually achieved rates, due to which they obtained an imaginary saving. They did not carry out the monitoring of the operation of motor transport and the use of gasoline, which created the conditions for potential abuses.

The collegium examined in a strict manner the results of the check of the work of the indicated associations. Their managers were held strictly accountable for the committed violations of state discipline. The managers of all associations and enterprises should draw the appropriate conclusions from the decision of the collegium on this question.

In addition to the increase of production efficiency we need to take the most resolute steps on the radical improvement of the quality of the output being produced. It was established by the check, which was made by the ministry during the first quarter, that at many enterprises flagrant violations of technological discipline and health conditions are being permitted, the regulations of the storage and transportation of raw materials are not being observed, there is no careful checking of the quality of finished items. All this is leading to cases of the output of products, which do not meet the demands being made, and just complaints about the low quality of sausages, cheese and other products are being received from the population.

Especially many violations of production discipline were revealed at the enterprises of the Altayskiy and Smolensk associations of the dairy industry

(general directors Comrades Krivorotov and Varenik), the Kursk and Ryazan associations of the meat industry (chief engineers Comrades Volobuyev and Gramoteyev). The managers of the indicated associations were held accountable for the failure to take steps on the improvement of the quality of the output being produced and low demandingness on the personnel, who acquiesced in the shortcomings existing in this matter.

Taking into account the particular importance of this question, the collegium discussed thoroughly the problems, which are connected with the radical improvement of the quality of the output being produced, and adopted a detailed decision, by which it is envisaged to implement a set of necessary organizational and technical measures. Now the task is for all the workers of associations and enterprises to fulfill them rigorously. Each worker of the sector should regard as his foremost duty the implementation of the necessary steps, which are aimed at the assurance of the output of products of only high quality and at the more complete meeting of the constantly increasing demand of the population.

At the April (1984) CPSU Central Committee Plenum it was noted that the accomplishment of the tasks facing us depends to a decisive extent on personnel. In the work with personnel, as nowhere else, an efficient, well thought-out system is important. Neither frequent replacement nor any ossification of the regular personnel whatsoever is permissible here. The task has been posed to improve the work on the selection, placement and training of personnel. Great importance is being attached to training and further training of personnel and the formation of the necessary reserve for promotion. Taking into account that the stability of personnel in many ways depends on the working and living conditions of workers, the ministries of the meat and dairy industry of the union republics, associations and enterprises need to display constant concern about the construction of housing and cultural and personnel service facilities and to assimilate completely the assets being allocated for these purposes.

The brigade form of the organization of labor should play an important role in the accomplishment of the tasks on the further increase of production efficiency. Experience shows that the brigades, which have been converted to cost account, achieve the greatest results. However, for the present only 2 percent of the brigades are working on such terms in industry. The ministries of the meat and dairy industry of the union republics and the all-union industrial associations need to disseminate more actively the advanced know-how of the introduction of cost accounting, which is available in the sector, and to create for brigades the necessary production conditions so that they would achieve with a smaller number the maximum end results.

The enterprises of the sector are lodging serious complaints against scientific research institutes, which are still giving very little assistance in the increase of production efficiency, the improvement of product quality and the mechanization of difficult and labor-consuming processes. Therefore the managers of scientific organizations need to determinedly reorganize their activity and concentrate efforts on the increase of the technical level of the

enterprises of the sector, the improvement of technological processes and the solution of other fundamental problems of the development of the meat and dairy industry.

Guided by the instructions of General Secretary of the CPSU Central Committee Comrade K. U. Chernenko on the increase of the responsibility of every worker for the assigned job, we need to analyze critically our style and methods of work, to direct efforts at the increase of efficiency and the more thorough study of the state of affairs in each section of the work and to ensure the qualified settlement of the questions of the further development of production. It is necessary to direct particular attention to the renovation and retooling of operating enterprises, the introduction of a waste-free processing method and the bringing of our enterprises and procurement network closer to the sites of the production of raw materials in every region of the country. Each of us needs to resolutely eliminate formalism in work, to find means of overcoming the arising difficulties and to strive for the steadfast implementation of the directives of the party and government on the further increase of the output of meat and dairy products and the more complete meeting of the needs of the population.

The ministry expresses confidence that the workers of the sector will do everything necessary for the successful fulfillment of the assumed obligations on the early completion of the 1984 plan and will make their worthy contribution to the accomplishment of the Food Program of the country.

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